

ITEMS

VOLUME 12 • NUMBER 1 • MARCH 1958
230 PARK AVENUE • NEW YORK 17, N. Y.

TRAINING FOR RESEARCH ON ORGANIZATIONS:

A REPORT ON THE SUMMER INSTITUTE, 1957

by Herbert A. Simon *

SINCE the objective of the summer research training institute on organization theory and research was training in research skills, my report on it, like most reports on educational activities, will be more specific in describing what we did than in measuring what we accomplished. The institute brought together for a period of six weeks some eighteen social scientists who have been active in the study of human behavior in organizations, and provided them an opportunity to explore together a wide range of methods that have been employed, at one time or another, in that study.

WHAT IS ORGANIZATION THEORY AND RESEARCH?

The term "organization" is sometimes used extremely broadly—to encompass the whole area of the behavior of organisms, or even of complex systems that are not organisms. The institute was given a much sharper focus than this. In selecting participants and planning the program, we defined the relevant area as the study of the behavior of human beings living in a formally organized setting—in business, government, or a university. The institute was to be concerned with fundamental research, and the participants would be in-

terested in the relations between the behavior of humans in an organizational setting and their behavior as described in general sociological and psychological theory.

Even within these boundaries, organization theory is an extremely broad topic, and human behavior in organizations has been studied from the most diverse standpoints. If the institute were not to be diffuse and disorganized, we needed an appropriate blend of parochialism and eclecticism in the selection of topics. We secured this blend by depending on local faculty members in the Graduate School of Industrial Administration (primarily James G. March, Allen Newell, and myself) for the parochialism, and on visitors from other institutions (including Robert F. Bales of the Department of Social Relations at Harvard University, Robert L. Chapman of the Systems Research Laboratory in the RAND Corporation, and Donald C. Pelz of the Institute of Social Research at the University of Michigan) for the broader view.

The predominant emphasis in organizational research during the past decade has been on (a) motivation and affect—what induces people to work, and how they feel about organizational life—and (b) relations in the primary group—face-to-face groups and first-line supervisory relations. These emphases were "represented" by Messrs. Bales and Pelz. In contrast, our work at Carnegie Institute of Technology (and, to a considerable extent, the work at RAND Corporation with which Chapman and Newell have been associated) has emphasized cognitive aspects of human behavior and problems arising out of the structure of large organizations. Thus, the staff members reflected a considerable range of research

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interests over the affective and cognitive aspects of human behavior in organizations, with perhaps an "overemphasis" (in terms of the current distribution of research effort) on the cognitive side.

Method has been as diverse as substance in organization theory. Organizations have been studied in the field by interview, by observation, and occasionally by controlled experiments. Organization-like groups have been "grown" in the laboratory and subjected to observation and experimentation. Quite recently, individual and organizational behaviors have been simulated with electronic computers. Direct experience with all these methods was represented in the staff and participants in the institute; the members of the staff are generally identified with quantitative approaches, laboratory experiments, and computer simulation.

PARTICIPANTS

In a research training institute, the line between "staff" and "participants" is, and should be, tenuous. The participants were all experienced in research on organizational or other social behavior. A roster will give some impression of the range of interests: Warren Bennis, John Lanzetta, and Harold Leavitt in psychology; Robert Hamblin, Norman Kaplan, John Pock, and Charles Warriner in sociology; John Harsanyi, mathematical economics; Stanley Hollander, marketing administration; Edith Lentz, hospital administration; Solomon Levine, labor economics; and Daniel Shimshoni, military administration. Like all melting pots, this one provided in its diversity both opportunity and complexity. Sociological accents could sometimes be distinguished from psychological ones; field research workers wondered at the strange customs of the small-group laboratory, and vice versa; and from time to time the initiates in the mysteries of mathematics performed their sacred rites to the wonderment and (I hope) entertainment of the others.

Since the cultural diversity was blended with tolerance and maturity, ethnocentrism did not too much impede mutual learning. There were times, to be sure, when members of the institute sought solace and support in the company of fellows from a particular subculture; and some polarization into a qualitative, descriptive, field research approach and a quantitative, model-building, laboratory approach was discernible. However, communication across these boundaries did not break down.

As theorists of organizational behavior, the members of the institute were aware of the status problems in their own group, and interested in the way in which the relation between staff and other participants would

develop. We did not yield to the temptation to turn the institute into a "Bethel" directing its attention inward to its own organization. Nevertheless we were conscious that the relation between staff and participants would have to be worked out, and that it would have to lie somewhere on the continuum between a teacher-student relation, on the one hand, and that of colleagues, on the other. The staff, in planning the institute, had hoped for the latter and were (perhaps naively) surprised at the number of organizational forces—particularly those arising from the need for procedural leadership—that pushed the relation in the former direction. For one thing, the "parochialism" referred to above gave the local staff enough feeling of mission to make an impartial chairmanship role difficult for them. In the first few weeks a relation developed in which most members felt comfortable, but in which the staff could hardly claim to be nondirective—and was even less so in matters of substance than in matters of procedure. The main dysfunction to which this gave rise was that participants who were interested in descriptive field studies and qualitative approaches sometimes felt, with justice, that they were outvoted.

PROGRAM

In planning the institute, the staff had tried to be realistic about what could be accomplished in six weeks. We were skeptical of the value of discussions of methodology abstracted from concrete research situations. Consequently, we tried to organize the first four weeks of the program around the analysis of some actual studies of organizations, inasmuch as participants in those studies were present. With this basis, various subgroups of participants, we thought, might devote their main effort during the last two or three weeks either to analyzing and reworking data from the studies that had been examined or to formulating specific research undertakings of their own. In selecting the staff for the institute, we sought persons who could provide the group with specific examples of several research approaches to the study of organizations: experimental simulation of sizable organizations, in the case of Chapman; laboratory study of small groups, in the case of Bales; survey methods, in that of Pelz; and computer simulation and intensive field studies, in the case of the Carnegie group.

Our expectations, in constructing the program in this way, were only partly realized. We were successful in avoiding any great amount of abstract, methodological debate, and in securing tolerance in our discussions for great diversity of method. We were less successful in persuading the members to devote major effort to ex-

aming data from the specific research studies that were discussed—as distinguished from discussing these studies in a general way for the substantive and methodological lessons they might teach. In only one or two instances did working relations among a pair or triplet of members mature to the point where they plunged into a cooperative research undertaking before the end of the institute.

One reason why the institute was engaged less in doing research and more in discussing it than we had expected derived from the diversity of the group. Every member wanted a broader picture of the area of organizational research, and most of them thought that the brief period of the institute was better spent in obtaining a survey of things they did not know about, than in delving intensively into things with which they already had considerable familiarity. As a result, subgroups that were established for the study of particular topics tended to turn themselves into committees of the whole, and most members spent most of their days in discussions and lectures.

Typically, four one and one-half hour seminars were scheduled each day and were attended, on the average, by three quarters of the group. During the first week these seminars were devoted largely to discussion of a manuscript, a “propositional inventory” of organization theory and an analysis of the existing literature, which had recently been completed by March and Simon. This discussion proved to be exceedingly useful in providing a common definition of the area of the group’s interest, and some common vocabulary for communicating about it—including a dictionary of terms that appear to be peculiar to the Carnegie Institute of Technology dialect.

In subsequent weeks subgroups with varying lengths of life took responsibility for organizing series of sessions around broad topics. In one week, for example, one subgroup discussed conflict phenomena, including game theory and bargaining; another, the study of influence; a third, communication processes in laboratory situations; a fourth, the design of field studies; a fifth, study of the administration of research; a sixth worked on the simulation of human problem-solving behavior with computers; a seventh analyzed data from

the RAND Systems Research Laboratory; and an eighth was devoted to talks on mathematical models of organizational behavior. If this bill of fare seems dizzying in its variety, it seemed so, too, to the participants. They never succeeded, however, in curbing their own curiosities to the point where they were willing to omit any major topics from the agenda.

As may be inferred from the above list, the group sessions ranged from discussions on the organization theory manuscript, the research projects introduced by the visiting staff, and research that had been done by participants; through lectures, principally in the sessions on mathematical models; to work sessions in which the group attempted to write a computer program to simulate a small-group discussion, planned research on creativity in industrial research, and combined data from two independent studies in a joint manuscript.

ASSESSMENT

Since the institute undertook to produce no group product, I can report here neither a set of “findings” nor a set of “recommendations.” Like good social scientists, we ended the institute with a session devoted to evaluation, and the participants filled out questionnaires. Most of my observations here are based on the information obtained in these ways—not too much filtered, I hope, by my own biases or by the natural courtesy of the participants in bidding their hosts goodbye.

If subjective feelings are admissible evidence, the institute proved for most participants both enjoyable and profitable. They reported that its main impact had been in giving them a wide survey of research on organization theory, and also an intensive look at some part of that work, in particular, laboratory experimentation and computer simulation of organizational behavior. They reported some frustration at the fact that the institute never reached the point of actually *doing* research, and expressed strong resolutions that they were going to apply in their own work some of the concepts and methods to which they had been exposed. The real assessment, of course, belongs to the future when these applications will have been made.

AN APPRAISAL OF THE SUMMER RESEARCH TRAINING INSTITUTE ON MONETARY AND CREDIT POLICY, 1957

by E. T. Weiler *

THE summer research training institute on monetary and credit policy was organized around a series of seminars led by economists and members of the Board of Governors of the Federal Reserve System responsible for the formation of monetary and credit policy. The afternoons were left free for individual and group projects. William Martin, Jr. and C. Canby Balderston, respectively Chairman and Vice-Chairman of the Board, presented seminars dealing with the way its staff contributes to the making of policy decisions. Several staff members of the Board, notably Woodlief Thomas, Winfield Riefler, and Arthur Marget, led seminars on aspects of their work. Robert Roosa of the New York Bank and George Mitchell of the Chicago Bank presented papers. We were fortunate, also, to have Paul McCracken of the Council of Economic Advisers to take responsibility for a seminar.

We had originally planned to devote the afternoons to work on a series of group projects. However, the participants indicated a strong preference for individual research. As a compromise we decided to use the first two weeks for group projects and the last four weeks for individual research projects.

During the first two weeks the sixteen participants were divided into three groups, each of which was responsible for estimating the reserve needs for the forthcoming week and for the three-month period ending November 1. At the end of the two weeks each group reported its findings and defended them before the attacks of the other groups.

During the following four weeks each of the participants worked on a project of his own choosing. Generally, we encouraged the participants to choose topics on which work could be carried out more easily at the office of the Board than at their various universities. We helped the participants to get in touch with the experts on the staff of the Board who could best help them. At the end of the six weeks, the following papers had been prepared and were presented to the institute:

Alice Bourneuf: Possible Summary of Flow-of-Funds Data in Four Tables

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Claus Ruser: The Elasticity of Commercial Bank Demand for Federal Obligations, 1945-56

David Chambers: Analysis of Federal Reserve Board Sample of 300 Large Corporations

Emmett Rice: Significance of Shifts in Sector Liquidity

Jacob Cohen: The Concept and Measurement of Sector Contribution

Raymond McEvoy: Bank Loans to Small Business under Tight Money, 1955-56

Joseph Aschheim: The Bankers' Program of Reserve Reduction and Reform

Charles A. Matthews: Monetary Policy and Commercial Bank Assets

Assar Lindbeck: Analyzing Economic Effects of Fiscal Policy—with Special Regard to Effects on the Credit Market

George Horwich: Effective Reserves and Bank Investment Policy during the Late 1930's

H. Jerome Cranmer: Behavior of New York Central Reserve City Deposits, 1919-56

Deane Carson: Treasury Open Market Operations

Norman Leonard: Some Effects of Recent Monetary Policy on State and Local Finance

Bogdan Mieczkowski: The Role of Recent Monetary Developments in Italy

One of these papers, modified and revised in the light of criticism by other participants, was presented at the American Economic Association Annual Meeting in December 1957. Two other papers are being revised and will be submitted for publication in journals.

APPRAISAL FROM THE PARTICIPANTS' POINT OF VIEW

From the participants' point of view the summer research training institute on credit and monetary policy appears to have been an unqualified success. On returning home most of the participants took time to write letters indicating the strengths and weaknesses of the summer program. They were uniformly pleased: At no other institution could they have taken seminars with so large and distinguished a staff of economists interested in central banking and monetary theory; at no other place could they have worked with so many practicing economists; and as a by-product they learned how economists can serve in a staff capacity.

FROM THE POINT OF VIEW OF THE BOARD OF GOVERNORS

It is more difficult to appraise the research training institute from the point of view of the Board of Governors. Certainly, it is important to the Board that many of the young economists present at the institute will become contributing scholars in the field of monetary theory and policy and will have firsthand information and familiarity with its resources and procedures.

If some similar type of research training institute were to be repeated, there are a number of lessons to be learned from last summer's experience. First, it seems to me that it would be better to accept somewhat fewer persons so as to have a more homogeneous group of outstanding intellectual promise. Second, an effort should be made to bring the participants and members of the Board's staff closer together. If there were fewer participants, desks might be provided for each of them in the various offices where they would be seeking material. At the same time the Board's staff should be encouraged to attend the seminars and participate in the discussion. (Last summer because of lack of space and because we were not sure how the participants would react, we discouraged attendance by staff members.) Possibly, each of the participants might be assigned a "major professor" from the staff, who could supervise the preparation of the research paper, and help to give the participant access to data in other agencies as well as in the offices of the Board.

While the group project on "reserve needs" was useful as a means of forcing the participants to learn more about the institutional complications of effecting monetary policies, I would shorten the time devoted to this project and lengthen the time spent on individual research projects under the direction of staff members.

The participants did not have enough time toward the end of the six-week period to present their papers and receive the criticism of their fellow participants. To correct this, I would encourage the participants to prepare their papers early and to circulate them for criticism. Possibly, each of the staff members could list a number of projects that he would like participants to undertake, and this would tend to prevent delay in choosing a research project.

Finally, to encourage discussion in the seminars, each of the staff members should be encouraged to prepare an abstract of his presentation for distribution in advance of the seminar. Thus more time could be spent in discussion of the issues raised by the presentation.

While in retrospect we can see ways to improve the summer research training institute on monetary and credit policy, there is no doubt that the students thought there was much to be gained, as one student said, in "bringing students of Mohammedanism to Mecca." The students not only had opportunity to work with data not available elsewhere, but also to work with practicing economists who were deeply involved in appraising developments in the economy and recommending appropriate action.

RESEARCH ON PERSONALITY DEVELOPMENT IN YOUTH: PROGRAM OF A NEW COUNCIL COMMITTEE

IN RESPONSE to the lively interest of a small but growing number of social scientists in problems of higher education, the Social Science Research Council has appointed a new Committee on Personality Development in Youth to encourage and aid research on social and cultural influences on personality in the late adolescent years, with particular reference to the impact that college has on students. The members of the committee are Ralph W. Tyler, Director, Center for Advanced Study in the Behavioral Sciences (chairman); Dana L. Farnsworth, Director, University Health Services, Harvard University; T. R. McConnell, Professor of Education and Director of Research Project in Higher Education, University of California, Berkeley; Theodore M. Newcomb, Professor of Psychology and Sociology, Univer-

sity of Michigan; C. Robert Pace, Chairman, Department of Psychology, Syracuse University; Nevitt Sanford, Professor of Psychology, University of California, Berkeley, and Coordinator, Mary Conover Mellon Foundation, Vassar College; and Robin M. Williams, Jr., Professor of Sociology, Cornell University. A grant of \$150,000 for support of the committee's program during the next three years was made to the Council by the Ford Foundation in December 1957.

In June 1956 an exploratory conference was held under the auspices of the Council for discussion of the current status and needs of social science research on problems of higher education. Many aspects of the broad area were touched upon and two foci of special interest emerged. One concerned student centered research; the

other, institution centered research. There was general agreement that attention might profitably be turned to consideration of student motivation, values, and attitudes. The conference also set a high priority on the study of the college as an institution. The paucity of such studies was attributed to practical difficulties in carrying them out and to the lack of experienced research workers. Relatively few social scientists are skilled in institutional analysis and these have not interested themselves in educational settings.

A second conference was held in October 1957 to explore further the areas of interest that had emerged. As participants in this conference described their research and their plans, it became apparent that study of student personality and study of institutional culture are most effective in combination. This is the familiar "personality and culture" analysis applied to the situation of the student in college.

The conference recommended that a continuing com-

mittee of the Council be appointed. The first meeting of the new committee was held on December 20-21. After a day's discussion of current research the committee turned to consideration of possible activities that would contribute to the development and aid of research. Interest was expressed in planning and supporting conferences and publications that would facilitate the exchange of information among research workers and enable them to take advantage of unpublished methods and preliminary results. The long-range objectives of the committee include the promotion of comparable studies in different institutions, the development of useful measures of student characteristics and of the social culture that influences them, and the building of a theory concerning the interaction of kinds of students and kinds of cultures in personality development. The committee's plans will be developed further at a meeting on March 25-26, at the Center for Advanced Study in the Behavioral Sciences.

COMMITTEE BRIEFS

AGRICULTURAL ECONOMICS

R. G. Bressler, Jr. (chairman), Varden Fuller (secretary), George K. Brinegar, Willard W. Cochrane, Earl O. Heady, H. B. James, D. Gale Johnson, Glenn L. Johnson, Kenneth H. Parsons, Herman M. Southworth.

At its meeting in Chicago on January 23-24, the committee considered a memorandum by George K. Brinegar which proposed the investigation of ways in which research in agricultural economics might be made more cumulative. A subcommittee, consisting of Mr. Brinegar (chairman), Herman M. Southworth, and Kenneth L. Bachman of the Agricultural Research Service, U. S. Department of Agriculture, was appointed to study the problems presented by this proposal and to recommend appropriate action.

ECONOMIC GROWTH

Simon Kuznets (chairman), Richard Hartshorne, Melville J. Herskovits, Edgar M. Hoover, Bert F. Hoselitz, Wilbert E. Moore, Joseph J. Spengler.

A conference on commitment of the industrial labor force in newly developing areas is to be held in Chicago on March 28-30, under the auspices of the committee. The conference, planned by a subcommittee consisting of Messrs. Moore (chairman), Herskovits, and Hoselitz, is concerned with evaluation of the findings of several studies—carried out in countries of Africa, Asia, and Latin America—of the adjustments involved in transfers of labor from agriculture to industry or to larger and more mechanized agricultural units, and in recruiting a relatively stable work force. As a basis for conference discussion, the subcommittee arranged

for the preparation and advance distribution of the following papers: "Work Technology and Organization in Nonindustrial Societies," by Stanley H. Udy, Department of Sociology, Yale University; "Adaptation of Personnel Policies to Local Institutions," by Cyril S. Belshaw, Department of Anthropology, University of British Columbia; "Alternative Forms of Industrial Management in Economic Transition," by Peter B. Hammond, Administrative Science Center, University of Pittsburgh; "Development of a Labor Market," by Peter Gregory, Department of Economics, Yale University; "Changing Demand and Consumption," by Richard H. Holton, School of Business Administration, University of California; "Labor Mobility and Competing Status Systems," by Lloyd A. Fallers, Department of Anthropology, University of California, and Walter Elkan, East African Institute; "Education, Skills, and Industrial Traditions," by Milton Singer, Department of Anthropology, University of Chicago; "Industrial Conflict and the Role of Unions," by William H. Knowles, Institute of Industrial Relations, University of California; "Ideological Shifts in Unions," by Morris D. Morris, Department of Economics, University of Washington; "Kinship and Voluntary Associations," by Manning Nash, Department of Anthropology, University of Washington; and "Political Orientations," by David E. Apter, Department of Political Science, University of Chicago. The implications of the findings of these studies for certain broader topics are being dealt with in the following papers: "The Organization of Work," by Mr. Herskovits; "Involvement in the Market Matrix," by Mr. Hoselitz; "Development of New Status Systems," by Melvin

M. Tumin, Department of Economics and Sociology, Princeton University; "New Forms of Social Affiliations," by Clark Kerr, Chancellor, University of California, Berkeley; and "General Hypotheses on Labor Commitment," by Arnold S. Feldman, Department of Sociology, University of Delaware, and Mr. Moore.

HISTORICAL STATISTICS

(Advisory to the Bureau of the Census)

G. Heberton Evans, Jr. (chairman), Otis Dudley Duncan, Solomon Fabricant, Maurice I. Gershenson, Richard M. Scammon, Willard L. Thorp, Harold F. Williamson; *Secretary*, Herman P. Miller.

Excellent progress has been made on the assembly of materials for a new and expanded edition of the basic source book, *Historical Statistics of the United States*, which is being prepared for publication by the Bureau of the Census. Table outlines for each of the 43 sections of the forthcoming volume have been reviewed by the advisory committee. Each of these table outlines was prepared by an expert in the field, and in most cases each was reviewed by a specialist who was retained by the advisory committee as a review consultant. Over 75 outstanding scholars have been engaged as working or review consultants. On the basis of the materials so far submitted, it is estimated that the size of the volume will be about 600 pages (including 200 pages of text), twice the size of the first edition. Publication of the volume is planned for early 1959.

All the subjects covered in the first edition will be included and expanded in the new edition. The following are some of the important subjects that have been added: consumer expenditure patterns, social security, education, crime, recreation, religion, climate, domestic trade and services, corporate assets and liabilities, business population, insurance, and armed forces. The volume will also contain a special chapter on colonial statistics.

Arrangements have been made by the advisory committee for the preparation of bibliographic and evaluative essays on the statistics in several fields. The essays now in process relate to international migration, internal migration, consumer expenditure patterns, recreation, religion, minerals, domestic trade and services, patents, and colonial statistics.

G. H. E.

LINGUISTICS AND PSYCHOLOGY

James J. Jenkins (chairman), John B. Carroll, Joseph H. Greenberg, Alvin M. Liberman, Floyd G. Lounsbury, Charles E. Osgood, Thomas A. Sebeok, Rulon S. Wells; *staff*, Joseph B. Casagrande.

The committee has completed plans for a seminar concerned with research on problems of aphasic speech, to be held in the summer of 1958 at the Boston Veterans Administration Hospital, a principal center for the study and treatment of aphasia. Support for the seminar has been

granted to the Council by the National Institute of Mental Health. Under the chairmanship of Charles E. Osgood, the seminar will bring together for six weeks an interdisciplinary group of specialists—psychologists, neurologists, and linguists—in an effort to integrate their various approaches to the study of aphasia and to develop promising lines of new research. It is hoped that the work of the seminar will contribute to understanding of normal language behavior as well as to knowledge of aphasic disorders and of their differential diagnosis and treatment.

In addition to Messrs. Osgood and Jenkins, senior participants in the seminar will include Norman J. Geschwind, Research Associate, Department of Biology, Massachusetts Institute of Technology; Harold Goodglass, Director of Research, Clinical Psychology Section, and Fred A. Quadfasel, Chief, Neurology Section, Boston Veterans Administration Hospital; Wallace E. Lambert, Assistant Professor of Psychology, McGill University; David L. Olmsted, Assistant Professor of Anthropology, University of California, Davis; Hildred Schuell, Director, Aphasia Division, Minneapolis Veterans Administration Hospital; Hans-Lukas Teuber, Associate Professor (Experimental Psychology), Department of Neurology and Psychiatry, New York University College of Medicine; Uriel Weinrich, Associate Professor of Linguistics, Columbia University. Jean Berko, Ph.D. candidate in psychology and linguistics, Harvard University, and James McCarthy, Ph.D. candidate in psychology, University of Illinois, will participate in the seminar as advanced graduate student members. Several other persons actively engaged in research on aphasia and closely related problems will be invited to visit the seminar as consultants for short periods.

Plans have also been made by the committee to hold the fifth in its series of work conferences on various issues in the broad field of psycholinguistics. On April 17-19 a group of psychologists, linguists, and literary critics will meet at Indiana University in a conference on research on "individual style," organized by Thomas A. Sebeok. The papers to be discussed at the conference will be circulated in advance. They are being prepared by Messrs. Sebeok, Carroll, Jenkins, Osgood, and Wells of the committee and by the following other participants: Monroe Beardsley of Swarthmore College; Roger Brown and Albert Gilman of Massachusetts Institute of Technology; Seymour B. Chatman of the University of Pennsylvania; Richard M. Dorson, Sol Saporta, Edward Stankiewicz, C. F. Voegelin, and V. J. Zeps of Indiana University (the latter with Mr. Sebeok); Fred H. Higginson of Kansas State College; John Hollander of Connecticut College; Benjamin Hrushovski of Hebrew University; Dell Hymes of Harvard University; John Lotz of Columbia University; I. A. Richards of Harvard University; and W. K. Wimsatt of Yale University. In a final session Roman Jakobson and George A. Miller of Harvard University and René Wellek of Yale University will summarize the results of the conference from the points of view of linguistics, psychology, and literary criticism, respectively.

NATIONAL SECURITY POLICY RESEARCH

William T. R. Fox (chairman), Herbert Goldhamer, Henry A. Kissinger, Richard W. Leopold, G. A. Lincoln, John W. Masland, Arthur Smithies, Harold Stein; *staff*, Bryce Wood.

As one way of encouraging research and furthering communication among scholars concerned with its field, the committee has planned a summer seminar, to be held at Dartmouth College in July and August 1958, under the chairmanship of Laurence I. Radway, Associate Professor of Government at Dartmouth. The other participants will include Lewis J. Edinger, Assistant Professor of Political Science, Michigan State University; Martin R. R. Goldman, Educational Specialist, Headquarters Air Force R.O.T.C., Air University; Fred Greene, Assistant Professor of Political Science, Williams College; Abbott C. Greenleaf, Depart-

ment of Social Sciences, U. S. Military Academy; Paul Y. Hammond, Assistant Professor of Political Science, Yale University; Samuel P. Huntington, Assistant Professor of Government, Harvard University; William W. Kaufmann, RAND Corporation; Louis Morton, Chief, Pacific Section, and Deputy Chief Historian, Department of the Army; Robert E. Osgood, Assistant Professor of Political Science, University of Chicago; and Glenn H. Snyder, Lecturer and Research Associate in Public Law and Government, Columbia University.

An exploratory discussion of possibilities for advancing economic research on national security was held at the initiative of the committee in New York on January 31–February 1, under the chairmanship of Klaus Knorr, Professor of Public and International Affairs, Princeton University.

PERSONNEL

DIRECTORS OF THE COUNCIL

The following persons have been designated by the seven national social science organizations associated with the Council to serve as directors of the Council for the three-year term 1958–60:

Fred Eggan, University of Chicago, by the American Anthropological Association
R. A. Gordon, University of California, by the American Economic Association
Louis Gottschalk, University of Chicago, by the American Historical Association
Earl Latham, Amherst College, by the American Political Science Association
Wayne H. Holtzman, University of Texas, by the American Psychological Association
Conrad Taeuber, Bureau of the Census, by the American Sociological Society
Philip J. McCarthy, Cornell University, by the American Statistical Association

The credentials of the new members are scheduled for acceptance by the board of directors of the Council at its spring meeting in New York on March 22–23, 1958.

SENIOR AWARDS FOR RESEARCH ON GOVERNMENTAL AFFAIRS

The Committee on Grants for Research on Governmental Affairs—William Anderson, Robert E. Cushman, Dean E. McHenry, Elmer B. Staats, and Benjamin F. Wright—at its meeting on November 19, 1957, made the first awards under the new five-year program announced in *Items*, June 1957. Grants providing freedom for self-directed research and writing on aspects of governmental affairs of interest to the

individual scholar have been accepted by the following for the academic year 1958–59:

Rowland Egger, Chairman, Woodrow Wilson Department of Foreign Affairs, University of Virginia, for research on the changing institutional role of the Presidency.
Charles McKinley, Professor of Political Science, Reed College, for research on public administration of land and water resources.
Emmette S. Redford, Professor of Government, University of Texas, for research on the decision-making process as reflected in regulation of economic enterprise.
Clarence E. Ridley, formerly Executive Director, International City Managers' Association, for research on the limitations and responsibilities of city managers in policy determination.

GRANTS FOR RESEARCH ON THE NEAR AND MIDDLE EAST

The Committee on the Near and Middle East—T. Cuyler Young (chairman), Hamilton A. R. Gibb, J. C. Hurewitz, Majid Khadduri, William D. Schorger, Wilfred C. Smith—at its meeting on December 13, 1957, made the first awards under the new three-year program of grants for social science research in its field to the following 6 persons:

Willard A. Beling, Ph.D. in Near Eastern Studies, Princeton University, and Industrial Relations Research Supervisor, Arabian American Oil Company, for research in several Near Eastern countries on the development and nature of the labor movement in the Arab Near East.
Wayne Dennis, Professor of Psychology, Brooklyn College, for research in Lebanon, Egypt, Iraq, and Iran on Near Eastern children's views of the world.
Sydney N. Fisher, Professor of History, Ohio State University, for research in Turkey on the place and development of democracy in Turkey since 1923.

Edwin T. Prothro, Professor of Psychology, American University of Beirut, and Visiting Lecturer (1957-58), University of Michigan, for research in Lebanon on child-rearing practices and motivational patterns in a Christian village and in a Moslem village.

Louise E. Sweet, Visiting Assistant Professor of Anthropology, University of Kansas, for ethnographic study in Iraq of an Arab village.

Panayiotis A. Vatikiotis, Assistant Professor of Government, Indiana University, for research in several Middle Eastern countries on the role of an occupational group in the political process.

GRANTS FOR FIELD STUDIES

OF POLITICAL GROUPS IN FOREIGN AREAS

The Committee on Comparative Politics—Gabriel A. Almond (chairman), Taylor Cole, James S. Coleman, Roy C. Macridis, Sigmund Neumann, Guy J. Pauker, Lucian W. Pye, Walter R. Sharp—at its meeting on February 21-22 awarded 5 grants for field studies of political groups in foreign areas and named one alternate:

Samuel H. Beer, Professor of Government, Harvard University, for research in Great Britain on the roles of political parties and interest groups in policy making in that country since 1945.

Ralph Braibanti, Associate Professor of Political Science, Duke University, for research in Pakistan on the bureaucracy of that country.

F. C. Engelmann, Associate Professor of Political Science, Alfred University, for research on the Austrian political system (alternate).

Carl H. Landé, Ph.D. candidate in government, Harvard University, postdoctoral award for research in the Philippines on political groups.

Gordon K. Lewis, Associate Professor of Social Sciences, University of Puerto Rico, for research in the British West Indies on the present and emergent political groups in the area.

Stanley Spector, Assistant Professor of Far Eastern Affairs, Washington University, for research in Malaya and Singapore on the role of intellectuals in the formation and execution of policies, and in the formation of opinion in a Southeast Asian urban community.

GRANTS FOR RESEARCH ON AMERICAN

GOVERNMENTAL PROCESSES

The Committee on Political Behavior—David B. Truman (chairman), Angus Campbell, Robert A. Dahl, Oliver Garceau, Alexander Heard, V. O. Key, Jr., Avery Leiserson, Dayton D. McKean—at its meeting on November 8-9, 1957 awarded one new grant for research on American governmental processes:

John A. Schnittker, Assistant Professor of Agricultural Economics, Kansas State College, for research on the allocation of authority and responsibility in the administration of public agricultural programs.

Further awards are to be made by the committee at a meeting on March 1.

INTERNATIONAL CONFERENCE TRAVEL GRANTS

Under the Council's program of international conference travel grants, awards have been made to facilitate attendance at four additional international meetings of social scientists:

International Association of Applied Psychology

Awards for attendance at the Congress of this Association to be held in Rome on April 9-14, 1958, have been made by a subcommittee—Lee J. Cronbach (chairman), George A. Kelly, and S. Rains Wallace—of the Committee on International Conference Travel Grants, of which Mr. Cronbach is a member. The 8 recipients of awards are:

Dorothy C. Adkins, Professor of Psychology, University of North Carolina

Edwin A. Fleishman, Associate Professor of Industrial Relations and of Psychology, Yale University

Murray Glanzer, Associate Program Director, American Institute for Research, Pittsburgh

C. H. Lawshe, Professor of Psychology, Purdue University

Floyd C. Mann, Program Director, Survey Research Center, Institute for Social Research, and Assistant Professor of Psychology, University of Michigan

David G. Ryans, Professor of Educational Psychology, University of California, Los Angeles

Donald W. Taylor, Professor of Personnel Administration and of Psychology, Yale University

Albert S. Thompson, Professor, Department of Psychological Foundations and Services, Teachers College, Columbia University

International Conference of Agricultural Economists

Travel grants for this conference, to be held in Mysore, India on August 24-September 4, 1958, have been awarded by the following subcommittee: William O. Jones (chairman), George E. Brandow, and Harold G. Halcrow. The 6 recipients are:

Chester B. Baker, Associate Professor of Farm Management, University of Illinois

Karl Brandt, Professor of Agricultural Economics, Stanford University

D. Gale Johnson, Professor of Economics, University of Chicago

George L. Mehren, Professor of Agricultural Economics, University of California, Berkeley

Frederick A. Williams, Dean of the Graduate School, Agricultural and Technical College of North Carolina

Lawrence Witt, Professor of Agricultural Economics, Michigan State University

International Congress of Americanists

The Congress will be held in San José, Costa Rica, on July 20-27, 1958. Travel grants have been awarded by a subcommittee consisting of Ralph L. Beals (chairman, and member of the Committee on International Conference

Travel Grants), Howard F. Cline, and John L. Gillin. The 11 recipients are:

- Melville J. Herskovits, Professor of Anthropology, Northwestern University
Oscar Lewis, Professor of Anthropology, University of Illinois
James E. McKeown, Professor of Sociology, De Paul University, Chicago
Donald Robertson, Assistant Professor of Art History, Tulane University
Irving Rouse, Professor of Anthropology, Yale University
Omer C. Stewart, Professor of Anthropology, University of Colorado
William Duncan Strong, Professor of American Archeology, Columbia University
Sol Tax, Professor of Anthropology, University of Chicago
Arthur J. Vidich, Assistant Professor of Anthropology, University of Connecticut
Charles Wagley, Professor of Anthropology, Columbia University
Richard B. Woodbury, Associate Professor of Anthropology, Columbia University

International Statistical Institute

Travel grants for the meeting of the Institute to be held in Brussels on September 3-8, 1958, have been awarded by a subcommittee consisting of Mortimer Spiegelman (chairman of the Committee on International Conference Travel Grants), Gertrude M. Cox, and Ralph J. Watkins. The 4 recipients of grants are:

- Hendrik S. Houthakker, Professor of Economics, Stanford University
Richard C. Kao, Research Associate, Engineering Research Institute, University of Michigan
William G. Madow, Senior Research Mathematical Statistician, Stanford Research Institute, and Consulting Professor of Statistics, Stanford University
William F. Ogburn, Professor of Sociology, Florida State University

SUMMER RESEARCH TRAINING INSTITUTES ON ANALYSIS OF ELECTORAL BEHAVIOR AND ON THE JUDICIAL PROCESS

Selection of applicants for admission to two research training institutes to be conducted during the summer of 1958, under the auspices of the Committee on Research Training, has been made by the following subcommittees: for the Institute on Analysis of Electoral Behavior to be held at the Survey Research Center, University of Michigan, June 23-August 15, Angus Campbell (chairman), Samuel J. Eldersveld, and J. Austin Ranney; and for the

Institute on the Judicial Process to be held at the University of Wisconsin, July 7-August 22, William M. Beaney (chairman), Carl A. Auerbach, and Robert J. Harris. The following persons have been invited to participate in the respective institutes:

Analysis of Electoral Behavior

- Robert P. Boynton, Assistant Professor of Political Science, State University of Iowa
David R. Derge, Assistant Professor of Government, Indiana University
Herbert Garfinkel, Assistant Professor of Government, Dartmouth College
Lester W. Milbrath, Instructor and Research Associate in Political Science, Duke University
Herbert D. Rosenbaum, Instructor in Political Science, Hofstra College
Lloyd I. Rudolph, Instructor in Government, Harvard University
John H. Schaar, Assistant Professor of Political Science, University of California, Berkeley
Kenneth N. Vines, Assistant Professor of Political Science, Tulane University

Judicial Process

- Henry J. Abraham, Associate Professor of Political Science, University of Pennsylvania
Harry V. Ball, Assistant Professor of Sociology, Pomona College
Burton R. Fisher, Professor of Sociology, University of Wisconsin
Houston I. Flournoy, Assistant Professor of Government, Pomona College
Gilbert Geis, Assistant Professor of Sociology, Los Angeles State College
Martin P. Golding, Instructor in Philosophy, Columbia University
Milton Greenberg, Assistant Professor of Political Science, Western Michigan University
Ned V. Joy, Associate Professor of Political Science, San Diego State College
Samuel Krislov, Assistant Professor of Government, University of Oklahoma
Arnold Meadow, Associate Professor of Psychology, University of Buffalo
Chester A. Newland, Assistant Instructor in Political Science, University of Kansas
Arthur R. Porter, Jr., Professor of Economics, Hanover College, Indiana
John R. Schmidhauser, Assistant Professor of Political Science, State University of Iowa
Marcus G. Singer, Assistant Professor of Philosophy, University of Wisconsin
Jerome H. Skolnick, Research Associate, Sociology and Law, Yale Law School
S. Sidney Ulmer, Instructor in Political Science, Michigan State University

SUMMER RESEARCH TRAINING INSTITUTE ON SIMULATION OF COGNITIVE PROCESSES

Selection of applicants for admission to the research training institute to be held at the RAND Corporation, Santa Monica, California in June-July 1958 (as announced in *Items*, December 1957, page 56) has been made by the Committee on Simulation of Cognitive Processes—Carl I. Hovland, George A. Miller, and Herbert A. Simon. The following persons have been invited to participate in the institute:

Robert P. Abelson, Assistant Professor of Psychology, Yale University

Lawrence T. Alexander, Head, Research Group, System Development Corporation, Santa Monica

Richard C. Atkinson, Assistant Professor of Psychology, University of California, Los Angeles

William F. Battig, Assistant Professor of Psychology, University of Virginia

Daniel E. Berlyne, Visiting Associate Professor of Psychology, University of California, Berkeley

Joseph D. Birch, Assistant Professor of Psychology, University of Michigan

Jack Block, Associate Professor of Psychology, University of California, Berkeley

James S. Coleman, Assistant Professor of Sociology, University of Chicago

Ward Edwards, Research Associate, Operations Research Group, University of Michigan

Bert F. Green, Jr., Staff Member, Lincoln Laboratory, Massachusetts Institute of Technology

Robert L. Hamblin, Study Director, Social Science Institute, Washington University

Lyle V. Jones, Associate Professor of Psychology, University of North Carolina

Edmund T. Klemmer, Staff Psychologist, International Business Machines Corporation Research Center

Gilbert K. Krullee, Assistant Professor of Psychology, Case Institute of Technology

Nissim Levy, Assistant Professor of Psychology, Brown University

William N. McPhee, Research Associate, Bureau of Applied Social Research, Columbia University

Irwin Pollack, Research Psychologist, Operational Applications Laboratory, Bolling Air Force Base, Washington, D. C.

Theodore Schwartz, Research Fellow, Department of Anthropology, American Museum of Natural History

Roger N. Shepard, Research Fellow, Psychological Laboratories, Harvard University

Gerald H. Shure, Associate Social Scientist, System Development Corporation, Santa Monica

Donald W. Taylor, Professor of Personnel Administration and of Psychology, Yale University

APPOINTMENTS TO COUNCIL COMMITTEES

Richard M. Cyert of Carnegie Institute of Technology has been appointed a member of the Committee on Business Enterprise Research.

The Committee on Mathematical Training of Social Scientists was reconstituted in January as the Committee on Mathematics in Social Science Research, with the following membership: William G. Madow, Stanford University (chairman); Sanford M. Dornbusch, Harvard University; Arnold C. Harberger, University of Chicago; John G. Kemeny, Dartmouth College; James G. March, Carnegie Institute of Technology; Philip J. McCarthy, Cornell University; George A. Miller, Harvard University; Anatol Rapoport, University of Michigan.

PUBLICATIONS

NEW CENSUS MONOGRAPHS

These volumes, sponsored by the former Committee on Census Monographs in cooperation with the Bureau of the Census, are published by John Wiley & Sons, New York:

America's Children, by Eleanor H. Bernert. February 1958. 199 pages. Cloth, \$6.00.

The Changing Population of the United States, by Conrad Taeuber and Irene B. Taeuber. January 1958. 368 pages. Cloth, \$7.75.

Farm Housing, by Glenn H. Beyer and J. Hugh Rose. November 1957. 205 pages. Cloth, \$6.00.

Residential Finance, 1950, by Richard U. Ratcliff, Daniel B. Rathbun, and Junia H. Honnold. October 1957. 190 pages. Cloth, \$6.00.

SOCIAL SCIENCE RESEARCH COUNCIL

230 PARK AVENUE, NEW YORK 17, N. Y.

Incorporated in the State of Illinois, December 27, 1924, for the purpose of advancing research in the social sciences

Directors, 1958: GABRIEL A. ALMOND, TAYLOR COLE, HAROLD F. DORN, FRED EGGAN, ROBERT E. L. FARIS, R. A. GORDON, LOUIS GOTTSCHALK, PENDLETON HERRING, E. ADAMSON HOEBEL, WAYNE H. HOLTZMAN, LYLE H. LANIER, EARL LATHAM, PHILIP J. MCCARTHY, DOUGLAS MCGREGOR, JOHN PERRY MILLER, FREDERICK MOSTELLER, FRANK C. NEWMAN, WILLIAM H. NICHOLLS, DAVID M. POTTER, CARROLL L. SHARTLE, RICHARD H. SHRYOCK, HERBERT A. SIMON, CONRAD TAEUBER, SCHUYLER C. WALLACE, RALPH J. WATKINS, GORDON R. WILLEY, MALCOLM M. WILLEY, ROBIN M. WILLIAMS, JR., C. VANN WOODWARD, DONALD YOUNG

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ANNOUNCEMENTS

SUMMER GRANTS FOR FIELD TRAINING IN SOCIAL ANTHROPOLOGY, 1958

Grants for supervised field training in social anthropology and ethnology in the summer of 1958 are offered by the Social Science Research Council to students who have completed at least one year of graduate work in these subjects. Stipends ranging from \$175 a month for unmarried students to \$300 a month for students with several dependents will be awarded for terms of up to 3 months. Allowances for the student's own travel and field expenses may be made. Available funds will permit about 5 awards in 1958.

Applications for grants should be filed not later than April 1, 1958, and it is anticipated that awards can be announced about April 15. Applications must give assurance that the student will accompany an experienced anthropologist into the field and work under his guidance. It is expected that the faculty supervisor will also offer guidance in planning the field project and in the analysis of the data and the preparation of a report on the summer's work. It is anticipated that field work will be undertaken in most cases in North or Central America or the Caribbean area, but work in other areas will be permissible if the applicant is able to provide from other sources for travel expenses in excess of \$300.

The complete application should include the following, of which A, B, and C should be submitted in quadruplicate:

- A. *From the faculty supervisor:* a letter nominating the student, including a statement of arrangements for the supervision of the student's work and an appraisal of his abilities and promise as a research worker;
- B. *From the student:* a description of plans for the field work, the time schedule, an estimated budget (including information about the candidate's marital status and dependents); a brief curriculum vitae, and a statement of progress toward the Ph.D. degree;
- C. A letter of recommendation from another graduate instructor familiar with the student's qualifications;
- D. Transcripts of both undergraduate and graduate academic records; or a list of all courses taken in anthropology and related fields, giving the instructor and grade obtained in each.

Applications and inquiries concerning the program should be addressed to the Social Science Research Council, 230 Park Avenue, New York 17, N. Y.

TRAVEL GRANTS: INTERNATIONAL CONFERENCES ON SLAVIC AND EAST EUROPEAN STUDIES

As a part of the program of the Joint Committee on Slavic Studies, of the American Council of Learned Societies and the Social Science Research Council, travel grants are offered to scholars in the humanities and social sciences

for attendance at international conferences and congresses of specialists in Slavic and East European studies. These awards are made possible by the grant from the Ford Foundation reported in *Items*, September 1957, page 38, and are administered by the Joint Committee's Subcommittee on Grants. It is anticipated that 4 to 6 awards may be made in each of the years 1958 and 1959 for travel to conferences or congresses held outside North America.

The normal amount of each grant will be equivalent to the lowest round-trip tourist class or excursion airplane fare between the recipient's home and the place of meeting, applicable to the actual period of the conference or congress. No allowance will be made for living expenses.

Application forms, which will be supplied on request to the Social Science Research Council, 230 Park Avenue, New York 17, N. Y., must be filed not later than May 1, 1958, for meetings to be held in 1958. For meetings to be held in 1959, a filing date for applications will be announced in the autumn of 1958.

FULBRIGHT GRANTS FOR ADVANCED RESEARCH AND UNIVERSITY LECTURING IN ASIA, THE PACIFIC, LATIN AMERICA

The Committee on International Exchange of Persons, appointed by the Conference Board of Associated Research Councils, has announced that in recent months Executive Agreements have been signed with Paraguay and Brazil, bringing to a total of seven the Latin American Republics participating in the Fulbright Educational Exchange Program. Both the Paraguayan and Brazilian programs are expected to be inaugurated in 1958, and the committee welcomes inquiries.

The 1959-60 announcement of university lecturing and advanced research awards in the Latin American Republics, South and Southeast Asia, and the Pacific Area will be issued early in March. The closing date for making application is April 25, 1958. Awards are offered:

In Latin America: for Argentina, Brazil, Chile, Colombia, Ecuador, Paraguay, and Peru

In the Pacific Area: for Australia and New Zealand

In South and Southeast Asia: for Burma, India, Pakistan, the Philippines, Thailand.

The same announcement will include a list of openings for the academic year 1958-59 under the Educational Exchange Program with *Ireland*. This Program utilizes Irish currency and is generally patterned after exchanges authorized by the Fulbright Act. Other 1958-59 interim programs to be announced are those for *Iran* and *Taiwan*, under recently reactivated Fulbright Agreements.

Detailed program information and application forms may be obtained from the Conference Board of Associated Research Councils, Committee on International Exchange of Persons, 2101 Constitution Avenue, Washington 25, D. C.